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## ACRONYMS

AMCHAM	American Chamber of Commerce
ASU	Arizona State University
CANACINTRA	<i>Cámara Nacional de la Industria de Transformación</i>
CIDE	<i>Centro de Investigación y Docencia Económicas</i>
CLEAR	<i>Centros Regionales para el Aprendizaje en Evaluación y Resultados</i>
CO	USAID Contracting Officer
COP	Chief of Party
COR	USAID Contracting Officer's Representative
CSO	civil society organization
DO	development objective
DCOP	Deputy Chief of Party
ERP	evaluation-ready protocol
FECHAC	<i>Fundación del Empresariado Chihuahuense, AC</i>
FICOSEC	<i>Fideicomiso para la Competitividad y la Seguridad Ciudadana</i>
FY	fiscal year
GBV	Gender-based violence
GEP	Gender Equity Plan
GOM	Government of Mexico
GUC	Grants under Contract
HURPP	USAID/Mexico Human Rights Public Policy Activity
INDESOL	<i>Instituto Nacional de Desarrollo Social</i>
ICMA	International City Managers Association
IDB	Inter-American Development Bank
IDEA/C-230	Fundación IDEA/C-230 Consultores
IR	Intermediate Result
ISI	Institutional Strengthening Index
JACS	Justice and Citizen Security

JPAL	Abdul Latif Jameel Poverty Action Lab
JPV	USAID/Mexico Juntos para la Prevención de la Violencia Activity
LGBTI	Lesbian, gay, bisexual, transgender, and intersex
M&E	monitoring and evaluation
MOU	memorandum of understanding
Mx2Mx	Mexico to Mexico cooperation
NGO	non-governmental organization
OCA	organizational capacity assessment
ONEXPO	<i>Organización Nacional de Expendedores de Petróleo</i>
OSC	organización sociedad civil
PCC	<i>USAID/Mexico Programa para la Convivencia Ciudadana</i>
PMP	Performance Management Plan
PPP	public-private partnerships
PRONAPRED	<i>Programa Nacional de Prevención del Delito</i>
RS21	Resilient Solutions 21
SAF	Special Activities Fund
SsPPC	<i>Subsecretaría de Prevención del Delito y Participación Ciudadana</i> (Undersecretary for Crime Prevention and Citizen Participation)
SUBSEMUN	Subsidio para la Seguridad en los Municipios
STTA	short-term technical assistance
TA	technical agenda
TEC	<i>Escuela de Gobierno del Instituto Tecnológico y de Estudios Superiores de Monterrey</i>
UAVIs	<i>Unidades Especializadas de la policía para la atención de la violencia intrafamiliar y violencia de género</i>
UNAM	<i>Universidad Nacional Autónoma de México</i>
UNL	<i>Universidad Autónoma de Nuevo León</i>
UNODC	United Nations Office on Drugs and Crime

USAID	United States Agency for International Development
VAW	violence against women
WP	Work Plan

## I. EXECUTIVE SUMMARY

Chemonics is pleased to present its quarterly report covering FY16 Q2 as part of activities under the USAID/Mexico *Juntos para la Prevención de la Violencia* (JPV) Activity, contract no. AID-523-C-15-00002. The five-year JPV Activity will build upon the success and momentum of USAID's previous work in Mexico by creating the conditions whereby viable and proven crime and violence prevention models and approaches have the potential to be replicated by public, private, and non-government actors in Mexico. During the reporting period, JPV made significant strides both in its operational and technical implementation strategies and undertook critical consultation meetings throughout the country.

With the recent transition in leadership at JPV's federal counterpart the *Subsecretaría de Prevención del Delito y Participación Ciudadana* (SsPPC), JPV focused its attention towards launching the project at the local level, holding meetings with seven priority mayors as well as with their technical teams to identify both the level of political commitment to the vision of JPV as well as technical capacity. Complimentary to these visits, JPV regional staff elaborated diagnostics that compile detailed information on major actors, initiatives, and processes within the region as they relate to violence prevention. Summaries of these diagnostics will be shared with USAID and the SsPPC in FY16 Q3 and will inform final decisions around which cities will be targeted for entry into the Urban Platform for Violence Prevention ("the Platform") in the first year of implementation.

Parallel to laying the groundwork for the Platform, JPV also made significant advances in the design of technical tools that will form part of the JPV Violence Prevention Toolkit. This Toolkit will be made widely available throughout the country with strong support provided to the SsPPC to incorporate elements into its internal processes, and the tools will be applied to Platform cities to establish baseline monitoring data. Section 4.3 of this report provides details around these tools which include a Community Scorecard, an adapted Organizational Capacity Assessment (OCA), Institutional Strengthening Index, Evaluation Ready Protocol, Evidence Assessment (JPV Scale), and a Youth Targeting Tool.

In collaboration with partner Fundación IDEA/C-230 Consultores (IDEA/C-230), JPV made significant advancements in the design of a conceptual framework of the National Violence Prevention Trust ("the Trust"), resulting in the design of a Trust Road Map. The Trust Road Map will be shared with key stakeholders for feedback in FY16 Q3. Additionally, in regard to the Citizen Security and Violence Prevention Lab ("the Lab"), JPV held a series of interviews and consultation meetings with national and international organizations, producing an initial concept paper on the Lab which will be strengthened in FY16 Q3 by an in-depth comparative analysis and validation process.

During the reporting period, JPV continued operational start-up activities building off the previous quarter. Efforts focused on recruitment and training of local personnel, securing local bank accounts, initiating office make ready processes, furthering subcontract negotiations with JPV's four partners, and initiating processes for JPV's grants program and activities through the program's special activities fund.

## **II. EXECUTIVE SUMMARY IN SPANISH (*RESUMEN EJECUTIVO*)**

Chemonics se complace en presentar su reporte correspondiente al segundo trimestre del año fiscal 2016 (FY16 Q2) como parte de sus actividades bajo el programa USAID/México *Juntos para la Prevención de la Violencia* (JPV), contrato no. AID-523-C-15-00002. Este programa operará con base en el éxito y el impulso del trabajo previo de USAID en México para crear las condiciones en que modelos viables de prevención de violencia y crimen basados en evidencia tengan el potencial de ser replicados por los sectores público y privado, así como por actores no gubernamentales en México. Durante este periodo JPV tuvo avances significativos, tanto en el ámbito operativo como en la implementación técnica de su estrategia y sostuvo reuniones de consulta cruciales a lo largo del país.

Con la reciente transición en el liderazgo de la Subsecretaría de Prevención del Delito y Participación Ciudadana (SsPPC) el 25 de febrero, la contraparte en el ámbito federal de JPV, se enfocaron esfuerzos al lanzamiento del proyecto a nivel local, teniendo reuniones con siete alcaldes prioritarios en nuestra agenda, así como con sus equipos técnicos para identificar tanto el nivel de compromiso político con la visión de JPV como su capacidad técnica. Además de estas visitas, el equipo de coordinadores regionales de JPV ha elaborado diagnósticos que incluyen información detallada sobre actores clave, iniciativas y procesos dentro de la región relacionados con la prevención de la violencia. Resúmenes de estos diagnósticos serán compartidos con USAID y SsPPC en el siguiente trimestre e informarán las decisiones finales respecto a qué ciudades serán elegidas para ser miembro de la Plataforma Urbana para Prevención de la Violencia (Plataforma) en el primer año de implementación.

En paralelo a sentar las bases para el trabajo de la Plataforma, JPV tuvo avances significativos en el diseño de las herramientas técnicas que serán parte del Portafolio de Herramientas de Prevención de la Violencia de JPV. Este Portafolio estará disponible para autoridades y sociedad civil a lo largo del país con el fuerte apoyo provisto a SsPPC para incorporar elementos a sus procesos internos, y será aplicado a las ciudades miembro de la Plataforma para establecer una línea base de monitoreo. La sección 4.3 de este reporte muestra detalles de este Portafolio, que incluye una Herramienta de Mapeo a Nivel Comunitario, una Evaluación de Capacidades Organizacionales adaptada (OCA adaptada), un Índice de Fortalecimiento Institucional, un Protocolo de Evaluación, una Escala de uso, calidad y potencial de replica de la evidencia (Escala JPV) y una Herramienta de Focalización de Jóvenes.



En colaboración con nuestro socio Fundación IDEA/C-230 Consultores (IDEA/C-230), se progresó en el diseño de un marco conceptual del Fondo Nacional de Prevención de la Violencia (el Fondo), que produjo también el diseño de una Guía de Desarrollo del Fondo. Esta Guía será compartida con actores clave para su retroalimentación durante el siguiente trimestre. Adicionalmente, en relación al Laboratorio de Seguridad Ciudadana y Prevención de la Violencia (Laboratorio), JPV sostuvo una serie de entrevistas con organizaciones nacionales e internacionales, esto tuvo como resultado un documento conceptual preliminar sobre el Laboratorio, que será fortalecido en el siguiente trimestre por medio de un análisis comparativo y validación a profundidad.

Durante el periodo que comprende este reporte, JPV continuó las actividades de inicio de operaciones del trimestre pasado: esfuerzos de reclutamiento y capacitación del equipo local, abrir cuentas de banco, procesos operativos, negociaciones contractuales con los cuatro socios de JPV, e iniciar procesos para el programa de donativos de JPV y las actividades bajo el fondo de actividades especiales.

### III. TECHNICAL SECTION

During its first full quarter of technical implementation (second quarter of Fiscal Year 2016 or Q2), JPV made important advances in the consolidation of its technical agenda, its presence in priority cities for Year 1 (Y1) implementation, and the development of critical technical tools that will facilitate the provision of technical assistance to JPV participating municipalities. JPV's Chief of Party conducted site visits to all potential Y1 project intervention areas (Nuevo Leon – *Zona Metropolitana* Monterrey, Jalisco –*Zona Metropolitana* Guadalajara, Chihuahua, Tijuana, and Ciudad Juarez) where she met with both state and local government officials (including the mayors of Monterrey, Escobedo, and Guadalupe in Nuevo Leon, and Zapopan, Guadalajara, and Tonalá in Jalisco) as well as with key civil society, private sector, and academic counterparts. Taking advantage of his visit to Mexico City, the Mayor of Morelia and his technical team paid a visit to the JPV offices, with a JPV technical team follow up visit the next week. The COP will visit Morelia to meet with key stakeholders in the third quarter of Fiscal Year 2016 (Q3). To complement the expressed political commitment of all of the mayors, JPV's technical team, including its Regional Coordinators in Chihuahua, Tijuana, Monterrey, and Guadalajara initiated an in-depth technical diagnostic in each prioritized city. The diagnostic will help to document baseline data as well as make final decisions on intervention sites, in conjunction with USAID and the SsPPC.

In addition to laying the groundwork to launch its City Platform, JPV also designed and tested a series of tools that will be used to help JPV counterparts generate and use evidence to inform decision making and promote more focalized interventions (geographic and demographic);

contributing to better define and identify the most at-risk populations. Lastly, JPV and its partners undertook a rigorous strategic planning process to define the private sector engagement strategy as well as the design of the *Fondo Nacional para la Prevención de Violencia* (“the Trust”).

## 3.1 Progress Report

### 3.1.1 Component 1: Private and public sector engagement increased

As an important input to its private sector engagement strategy, JPV reviewed previous similar efforts in Mexico and abroad to better understand private sector motivations and diverse mechanisms to increase private sector engagement in social investments, particularly violence prevention. Meetings were held with key private<sup>1</sup> sector counterparts in Mexico City, including *BBVA Bancomer* and its philanthropic branch *Fundación Bancomer* as well as *Fundación Río Arriente*. Site visits were also held with consultations with key private sector representatives, such as *Red SUMARSE* in Nuevo Leon, *Corporativa de Fundaciones* in Jalisco, *FECHAC*, and *FICOSEC* in both Chihuahua and Ciudad Juarez.

These consultations, as well as many others, helped inform the strategic planning process for the Trust, which culminated in the design of a Trust Road Map, which will be shared informally with key counterparts during Q3. Working with partner Fundación IDEA/C-230 Consultores (IDEA/C-230), the Trust Road Map analyses the problems the Trust would solve, private sector motivations to invest in violence prevention initiatives, and organizational-legal considerations to determine how to operationalize the Trust. JPV is also identifying potential working group members that represent national and regional interests to serve as champions of the Trust moving forward. JPV also began planning a private sector summit that will be held in Q3 to promote strategic investments in crime prevention, highlight diverse mechanisms for private sector engagement in violence prevention, and to test basic assumptions underlying the private sector engagement strategy and design and launch of the Trust.

In regard to the launch of a network of crime and violence prevention researchers, JPV considers the creation of this network of researchers as a foundational activity to launch the Citizen Security and Violence Prevention Lab (“the Lab”). While a list of researchers has been developed, the network itself will be launched later in 2016. JPV is also working with key counterparts to identify a prioritized research agenda around crime and violence prevention. In regard to the Lab, during the reporting period an initial strategic analysis document was prepared and shared with USAID that identified strategic recommendations, differentiated phases, and showcased promising practices. JPV initiated a more in-depth comparative analysis of similar initiatives in Mexico and abroad in order to identify a proposed framework within which the Lab will operate. As part of the

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<sup>1</sup> Particular attention was paid to the *Diálogo Empresarial por la Prevención* report (developed in collaboration by SsPPC, AMCHAM, CANACINTRA and ONEXPO), and international best practices, such as Eduardo Moncada’s research on *Business and the Politics of Urban Violence in Colombia*.

analysis, key stakeholders consultations were held with national actors (TEC, CIDE, El Colegio de Mexico, and IDEA/C-230) and international institutions (ASU, Chicago Crime Lab, Center for Court Innovation, JPAL, Wilson Center, UNODC and the World Bank). A scope of work for the comparative analysis has been prepared in order to fully investigate and develop the framework for the Lab, with the analysis to be completed in FY16 Q3.

Planned and prioritized activities under Component 1 for the upcoming quarter include:

- The Trust - JPV will continue to consult with key counterparts to build its private sector engagement strategy, including a business engagement toolkit. During FY16 Q3, JPV will convene a working group tasked with the the design of the Trust's strategic plan. The working group will be informed by the results of a high-level national workshop on private sector engagement in the field of crime prevention. By the end of FY16 Q3, JPV will present a strategic plan for the Trust to USAID to relevant stakeholders.
- Network of Researchers - Building on linkages made to date, JPV will formally convene a group of local, regional, national, and international scholars to identify research initiatives committed to the advancement of evidence-based violence prevention and citizen security policy design, delivery, and evaluation. The network will begin to identify areas of opportunity for applied research. Simultaneously, JPV will launch its APS through its grants program that will enable funding opportunities for researchers.
- The Lab - During the upcoming quarter, JPV will complete and present to USAID and key stakeholders its comprehensive analyses of similar initiatives to the Lab. In addition, JPV will organize a series of workshops and planning meetings to build strategic, research, and operational guidelines.

### **3.1.2 Component 2: Cooperation between community and local government strengthened**

During the quarter, and taking into account the leadership transition at the SsPPC, JPV prioritized its work at a decentralized level. Given the importance of local government leadership, the JPV COP and technical staff, along with USAID, met with the following mayors and their technical teams to present the JPV project and gauge interest and capacity to be involved with the JPV project:

- Francisco Cienfuegos Martínez, Guadalupe, Nuevo Leon.
- Clara Luz Flores Carrales, Escobedo, Nuevo León.
- Adrián E. de la Garza Santos, Monterrey, Nuevo Leon.
- Alfonso Martínez Alcázar, Morelia, Michoacan.

- Jesús Pablo Lemus Navarro, Zapopán, Jalisco.
- Enrique Alfaro Ramírez, Guadalajara, Jalisco.
- Sergio Armando Chávez Dávalos, Tonalá, Jalisco.

As a result of these meetings, each city appointed a provisional liaison within the local government to facilitate communications and information related to JPV moving forward. While political leadership and commitment is a fundamental element to ensure project success, by itself it is not sufficient nor easily measurable. As such, JPV elaborated detailed selection criteria to guide the selection of the first set of cities to participate in the Urban Platform for Violence Prevention (“the Platform”). The criteria were used to produce a field manual to oversee the production of municipal level diagnostics that (once completed in Q3) will serve to inform final decisions regarding the first four cities to be selected to enter the Platform. The diagnostics will enable JPV to test technical tools and establish baseline information regarding relevant actors and capacity. The diagnostics are being carried out by JPV’s Regional Coordinators, with Mexico City based staff conducting site visits to ensure consistency and quality.

In addition to work with the cities being considered for entry in the Platform in Year 1, JPV also worked on a modified diagnostic in Chihuahua and Ciudad Juárez (Chihuahua), as well as Tijuana (Baja California), taking the pending political transitions into account. Keenly aware of the need to build upon previous USAID investments, these visits enabled JPV to create communication channels with strategic partners and to start laying out scenarios for the continuity of work in these cities. In order to better formulate interventions and the project’s role during electoral transitions, an issue that JPV will face in all of its sites over the life of the project, a JPV electoral transition strategy is also being developed.

While meetings with the mayors were of critical importance, JPV also initiated contact other key actors through exploratory and first contact visits in each of the abovementioned cities, often led by USAID, in order to ensure continuity with the PCC program. Similarly, USAID facilitated the connection between JPV and many key PCC partners. In January 2016, a visit took place to Tijuana to learn about experiences in the region and to hold an initial meeting with the *Comité Municipal para la Prevención de la Violencia* (multi-sectoral membership), an important legacy of the PCC project that brings together diverse local actors. In February 2016, following a visit by USAID and the JPV COP to the region, as well as a strategic meeting with the Mayor of Guadalupe, JPV was invited to participate in the first meeting of the recently elected Guadalupe *Gabinete Municipal de Prevención Social de la Violencia*, a local government initiative with civil society participation. This Cabinet is chaired by Gerardo Palacio Pámanes, the Municipal Secretary for Social Prevention (the only such position that exists at the municipal level), with thirteen representatives from the private sector, NGOs and members of other local government areas. In early March 2016, USAID and the JPV COP met with key actors of the academic, private, government, and civil

society sectors in Chihuahua and Ciudad Juárez; meetings with the academic sector took place at the *Universidad Autónoma de Chihuahua* and *Universidad Autónoma de Ciudad Juárez*. The universities demonstrated a great interest in continuing to support violence prevention initiatives. JPV and USAID also held a series of critically important meetings with private sector representatives in both cities, facilitated by FECHAC and FICOSEC.

Parallel to building relationships with municipal stakeholders, a simultaneous technical design process was undertaken to plan the rollout of the Platform. A 100 Day Action Plan and agenda were designed to guide the installation of JPV in participating cities. The Action Plan is divided in two periods: a 30-day agenda with objective to build relationships with mayors and technical teams and better understand the JPV project, and a 70-day agenda outlining steps to convene the multi-sectorial working group and facilitate a municipal plan of action that will be supported by JPV specialized technical assistance to implement prevention actions, strategies, and models taking evidence into account, with an eye towards future evaluation possibilities.

Planned and prioritized activities under Component 2 for the upcoming quarter include:

- Platform Launch and Formation of Multi-Sectoral Working Groups - JPV plans to launch the Platform with high level signing ceremonies held with USAID, SEGOB (SsPPC) and Mayoral participation in each target geographic area. The launch will serve as the starting off point for the 100 Day Action Plan, with a strong focus on the convening of the multi-sectorial working group, tasked to improve the design, implementation and evaluation of prevention public policies based on collaborative processes between government, civil society, academia and private sector. Moving forward, to ensure success of project activities as they relate to this component and the Platform, JPV will need to create and reinforce existing mechanisms of citizen participation and sensitize government representatives around the positive effects resulting from the engagement of social actors in prevention strategies as relates to transparency, accountability and sustainability of public policies.
- Design Budget Tracking Toolkit and Expenditure Tracking Tools – JPV will initiate work on the expenditure tracking tool and negotiate an agreement with México Evalúa to support this activity.

### **3.1.3 Component 3: Civil society ability to support vulnerable populations strengthened**

During this quarter, JPV completed a review and analysis of different tools used to measure institutional capacity of civil society organizations, including the Organizational Capacity

Assessment (OCA) tool developed by USAID. JPV piloted an adapted version of the OCA that assesses basic elements of institutional capacity including human resources management, governance, and financial and administrative systems and procedures. JPV's adapted OCA prioritizes the assessment of strategic and technical capacity, covering advocacy, monitoring, project design, and measure of outcomes, impact of interventions, knowledge base, and methodological contributions to prevention policies.

In March 2016, JPV established a set of criteria in order to determine with which CSOs to pilot the OCA including: (1) local organizations with previous experience in crime and violence prevention programs, particularly tertiary prevention and work with young people; (2) experience with local governments for the design and/or implementation of crime and violence prevention programs related to SUBSEMUN and PRONAPRED; (3) members of crime and violence prevention civil society networks or citizens' observatories; (4) organizations with a minimum of three years of experience in the crime and violence prevention field; and (5) if regionally based, headquartered in one of JPV's shortlisted cities.

In March 2016, applying the criteria, the first version of the adapted OCA was piloted with four CSOs from Tijuana, Chihuahua, Monterrey and Guadalajara to test for content validation, seek feedback around the clarity of language, and identify potential problem with implementation. As a result of the pilot exercise, a new version of the adapted OCA will be developed during the first month of FY16 Q3 and will be applied to organizations that participate in the Platform.

Findings from the assessments showed that while CSOs have developed a significant level of institutional capacity, there are gaps in administrative and financial management and systems, human resource management, monitoring and evaluation, project management, and project design. The pilot also highlighted the need for JPV to prioritize technical capacity building over institutional capacity building. Technical capacity building is defined by JPV as the ability and knowledge of CSOs to design and implement violence prevention projects focused on youth at high risk, and produce evidence.

In order to progress with content design and delivery of capacity building initiatives for CSOs, meetings were held with TEC and other training providers to analyze their current programs for civil society institutional and technical capacity building. Next quarter, JPV will host a workshop with all relevant stakeholders to identify further training content and delivery needs.

Also in FY16 Q2, JPV actively participated in two working groups led by USAID; namely the working group on tertiary prevention and the working group on violence prevention in schools. USAID's two working groups on tertiary prevention and violence prevention in schools. Both groups aim to share best practices and knowledge regarding violence prevention strategies and to strengthen technical capacities to improve their work in the field. Working plans for both groups will be defined by the first month of FY16 Q3 and guides by USAID.

Planned and prioritized activities under Component 3 for the upcoming quarter include:

- First Cohort of CSOs - During the quarter, in collaboration with respective local governments, JPV will define the first cohort of CSOs to be part of the Platform based on established selection criteria. JPV will apply the adapted OCA to CSOs to establish baseline capacity and will also begin delivering technical assistance to CSO working groups of the Platform and to government representatives working with civil society to promote collaborative crime and violence prevention models.
- Design CSO Capacity Building Initiatives - JPV will hold a workshop with key training providers in FY16 Q3 to identify the existing capacity as well as gaps which JPV should invest its resources related to a comprehensive strategy for technical and operational training on violence prevention. The capacity building initiatives will be focused on both technical prevention and as organizational and strategic management.

### **3.1.4 Component 4: GOM policies and plans for crime prevention and violence prevention improved**

On February 25, 2016, Alberto Begné was appointed as Undersecretary for Crime Prevention and Citizen Participation (SsPPC). JPV immediately began the process of engaging the new leadership of the SsPPC and plans to work closely with the SsPPC over the next quarter to finalize Platform city selection, engage the private sector, and collaborate to refine and apply technical tools. While the initiation of the Policy Improvement Working Group (envisioned as a structured coordination mechanism between JPV and the SsPPC) was delayed during the transition period, JPV hopes to continue to build off of several strategic meetings with officials from the Undersecretary to put in place a more structured coordination with the SsPPC in the next quarter.

The first of such tools, the JPV Scale, was developed to analyze whether violence prevention interventions in Mexico are supported by evidence, and to determine the quality of this evidence and its potential for replication. The JPV Scale was piloted during this quarter and will be rolled out to Platform members in Q3, incorporating minor changes. Further details around this tool are discussed in Section 3.2 of this report.

During the reporting period, JPV explored different options to develop and/or adapt its second key tool, the Institutional Strengthening Index (ISI), used to evaluate municipal governments' capacity to implement violence prevention policies. The ISI will allow JPV to establish a baseline to compare municipalities' capacity improvements over time. Based on discussions with the SsPPC and CIDE (CLEAR), JPV's understanding is that a sophisticated ISI tool has been designed and will be piloted for the SsPPC in the near future. Given that the tool is not yet public, JPV will use

an updated version of the ISI tool developed by ICMA under the previous USAID/Mexico PCC program<sup>2</sup>, and will apply it in FY16 Q3 to obtain critical baseline data from municipal governments. When and if the CIDE (CLEAR) tool is made publicly available, JPV will undertake a comparative analysis to determine future application.

A third key technical tool being developed by JPV is its Community Scorecard. The Scorecard is designed to map the risk factors and drivers/causes related to violence and crime at the community level, using a combination of data layering and visual analytics. In early March 2016, more than 25 Mexican experts from public sector, private, civil society and academia, participated in a brainstorming session facilitated by JPV staff and U.S. small business partner, Resilient Solutions 21. The session allowed participants to share relevant experiences and developments to date to avoid duplication of efforts. Participants analyzed existing mapping efforts as well as existing access and use of data to inform policy design and resource allocation. The outstanding participation of two of JPV's municipal partners, (Guadalupe, Nuevo Leon and Morelia, Michoacan) suggests there is great interest and potential uptake for this tool in order to better target programming. Following the workshop, the municipalities of Guadalupe and Morelia provided a checklist of available information to feed into the design of the first Community Scorecard prototype, to be prepared in Q3.

JPV is aware of the need to clearly define its conceptual framework and highlight its identified menu of solutions. The framework and menu of solutions, known as the JPV Technical Agenda, was drafted during this quarter and will be continuously developed and updated. The Technical Agenda will explain and justify JPV's prevention priorities, focusing on geographic and demographic focalization and the generation and use of evidence. While the JPV Scale has been developed to help operationalize evidence collection and the Community Scorecard supports geographic focalization, JPV has also begun to strategize on the adaptation and/or development of a scalable and replicable youth targeting tool, with the hope that such tool could be institutionalized within a GOM entity.

Throughout the reporting period, several technical conversations were held between JPV and TEC to initiate discussions around the development of prevention courses for high-level state and local government officials, as well as other relevant stakeholders such as *Fundación Carlos Slim* and UNAM. In March 2016, the JPV COP also met with World Bank officials to explore a potential collaboration with TEC to improve the online *Diplomado Ciudad Segura: Estrategias y Acciones Básicas para la Prevención*, which was created with World Bank funding. JPV will convene a diverse group of actors committed to the provision of training around violence prevention in FY16 Q3 to develop a specialized training agenda.

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<sup>2</sup> A workshop will be held in Q3 between ICMA and JPV staff to review and update the tool taking into account pilot experiences and the technical focus of JPV.



Planned and prioritized activities under Component 4 for the upcoming quarter include:

- Policy Improvement Working Group within the SsPPC –JPV will make a proposal to the SsPPC regarding roles and work planning for this working group, as well as provide the working group with specialized technical assistance and training, particularly related to impact evaluation and cost-benefit analyses trainings.
- Training Programs for State and Local Officials – As a result of JPV’s workshop on crime prevention training, the project will be in a position to begin offering specific support to state and local officials within the JPV target areas. Trainings will be provided by JPV staff and/or through local partners and will likely include workshops, train-the-trainers courses on prevention planning, and high-level executive courses.
- Measurement Tools that Inform about Evidence-Based Decision Making – JPV will continue to pilot and refine existing tools, and design and adapt new tools. This includes adapting and applying the Institutional Strengthening Index (ISI) in the first Platform cohort, building the Community Scorecard prototype, and piloting a youth targeting tool.
- Gender-Based and Intrafamilial Violence –JPV will operationalize its gender plan and conduct a baseline analysis of GBV and intrafamily violence in each Platform city, including an analysis of the justice centers for women. JPV will also provide technical assistance to the SsPPC and relevant stakeholders on GBV issues.

### **3.1.5 Component 5: GOM strategic communication and outreach on crime prevention improved**

To review existing communications guidelines and capacity building materials on communications as a prevention tool, JPV held meetings with Cristina Prado (*Directora de Percepción Social y Difusión de Programas* at SsPPC) and Juan Carlos Ortiz (*Director de Tecnología Estratégica para la Prevención Social* at SsPPC) to understand their communication guidelines and interaction with states and municipalities.

JPV undertook a careful review of communication guides developed by the SsPPC with support from the PCC program, particularly related to strategic communications for violence prevention and development of community campaigns, which represents a significant contribution to the development of communication strategies for violence prevention. However, diverse actors concurred that due to the lack of follow up activities to encourage its use, it is difficult to evaluate its practical utility. JPV also revised previous capacity building efforts such as preventive journalism conferences and workshops held by PCC: the review of these materials and talks with SsPPC will allow JPV to start creating a practical toolkit on behavior change communications

through the use of innovative and ready to use tools.

In order to review and highlight best practices for State Communications Committees, JPV initiated research on potential Platform cities, through visits and meetings held by its Communications Specialist in conjunction with JPV Regional Coordinators. While the research is still in progress, JPV anticipates a potential challenge ahead, as this type of Communications Committee is not common among the prevention community at state or municipal level. JPV will therefore need to identify other counterpart institutions, and/or bring together diverse actors from the municipal government with some background in communications.

Planned and prioritized activities under Component 5 for the upcoming quarter include:

- Strengthen SsPPC's Strategic Communications Efforts and Efficacy - JPV will continue to seek opportunities to work with SsPPC counterparts to help design a practical toolkit that focuses behavior change communications. As JPV enters its member cities, the project will look for the existence and effectiveness of State Communication Committees with an aim towards providing technical assistance.
- Outreach Through New Communication Channels –JPV will seek to increase awareness of a broader audience about evidence-based crime prevention models. In order to increase awareness, JPV will begin to disseminate written, graphic, and video content on evidence-based crime and violence prevention.

### **3.2 Monitoring and Evaluation**

During the reporting period, the initial JPV Annual Performance Management Plan (PMP) was fully approved by USAID. As stated in the PMP, the M&E strategy for JPV is a three-tiered approach that comprises: (1) a traditional M&E related to monitoring activity progress and evaluating results; (2) an innovative<sup>3</sup> M&E approach to help develop and share evidence-based models for crime and violence prevention; and (3) a learning and dissemination approach to share findings and lessons learned on evidence-based models.

Following such strategy, in FY16 Q2 the M&E team engaged in all three tiers of the approach. With respect to the traditional approach, the team started developing the performance management information system that will systematize all M&E activities in an online platform called ChemResults. In coordination with Chemonics' Monitoring, Evaluation, and Learning (MEL) team based in Washington, D.C., the M&E team developed a preliminary template outlining the

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<sup>3</sup> JPV uses the term innovative in this context to refer to the generation, use and dissemination of evidence, which is critically lacking in México. JPV plans to promote alternative approaches produce and disseminate such evidence (e.g. experimental impact evaluations, modern ways of publishing lessons learned, etc.)

information that will feed into the system. The next steps are to finalize the template and send it to the ChemResults software developer. Once the Platform is ready to be launched, the entire team will receive training on how to use it.

The M&E team started developing the tools needed for gathering baseline information, such as the Community Actors Survey, an online survey that will gather information from the most influential community actors in each Platform city and will allow JPV to measure citizens' perception on GOM activities on social prevention, citizen perception on community safety, and the level of cooperation between community and local governments. JPV's Regional Coordinators are currently piloting the instrument.

To progress with the innovative approach, the M&E team finished the first prototype of the JPV Scale. The instrument will analyze the use, quality and replication potential of evidence used in any intervention on crime and violence prevention developed by the civil society, and the public and private sectors. All JPV staff, including Regional Coordinators, have been trained on the importance and appropriate use of the Scale. Regional Coordinators will pilot and establish a beta version of the Scale in FY16 Q3, and next steps will be a presentation to USAID and the SsPPC on the Scale.

During the reporting period, the M&E team also completed a literature review regarding the evaluation-ready protocol (ERP), a document that will help identify the elements needed to design an evaluation, regardless of the intervention phase. The team will design such instrument in the FY16 Q3.

To initiate JPV's evidence-based approach, the M&E team held meetings with the SsPPC to discuss their evaluation approach; with Kyla Levin-Russell, Program Manager of Innovations for Poverty Action for Latin America, to discuss possible collaborations on evaluation trainings; with Vivian Bronsoler, JPAL's Manager for Mexico and Central America, to discuss the potential of collaborating in the design of the impact evaluation to be conducted by JPV; and with the CLEAR initiative and CIDE-affiliated researcher Dr. Carlos Vilalta, to discuss a potential collaboration related to the Lab and the white paper, a document that outlines the conceptual framework on crime and violence prevention under which JPV will operate.

Regarding the learning and dissemination approach, through an invitation from *México Evalúa*, JPV participated in a panel discussion about evaluation and presented at the *Foro Internacional de Prevención del Delito* held in late February 2016.

The M&E team has started producing training material on the importance of promoting evidence-informed decisions. This material will help Regional Coordinators and the M&E Specialist engage with cities that join JPV's Platform this year.

Planned and prioritized activities related to monitoring and evaluation for the upcoming quarter include:

- Data Collection and Verification Mechanism operationalized - JPV will generate data to inform regular contract deliverables including quarterly reports. In addition, JPV will prepare an evaluation ready protocol, a strategic document describing the minimum required data collection and analysis standards for each Platform member to be ready to have strong monitoring and evaluation systems.
- Technical Input and Training – JPV will provide technical expertise for the design of baseline assessment tools, like the adapted OCA, Community Scorecard and Institutional Strength Index. In addition, the team will design and deliver training programs on M&E to federal, state, and municipal counterparts as well as representatives from CSOs.

### 3.3 Partnerships

Please see Annex B for a list of consultative meetings held with key JPV partners and potential partners during the reporting period.

### 3.4 Gender

The Gender Equity Plan (GEP) was approved during this reporting period. During the technical retreat held in late February/early March 2016, the team held a technical session around how the team would incorporate JPV's gender agenda into all aspects of the project components. Once the USAID/Mexico Gender Assessment is released next quarter, JPV's gender agenda will be updated accordingly.

A key element of the agenda among Platform cities is to strengthen their response to gender-based and intrafamily violence, which is a significant risk factor that contributes to early onset of youth violence. During the reporting period, JPV held a strategic session to outline its plan to work with *Centros de Justicia para las Mujeres* created by the GOM (modeled after the Family Justice Center in San Diego) as one-stop shop for support of victims and their children in the cities of the Platform. During a work session held in early March 2016, the JPV team led by the Gender Focal Point and Regional Coordinator, Daniel Quintanar, elaborated a preliminary plan to strengthen the capacity of Platform cities to respond to gender-based and intra-family violence. One option that was discussed involved the creation of protocols for different municipal level agencies, such as the *Institutos Municipales de las Mujeres, Unidades de Atención a la Violencia Intrafamiliar* (UAVIS), so they can refer cases to *Centros de Justicia para las Mujeres* that are usually located in state capitals, allowing gender-based and intrafamily violence victims better access to services and treatment than those provided in municipalities. This plan will be finalized in Q3 and

implementation will begin in Q4.